2011

proposed

Technology
Business
Plan

August 2010 - *draft*

King County
Information
TECHNOLOGY

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EXECUTIVE SUMMARY

King County relies heavily on Information Technology (IT) to deliver its many services to citizens and customers. In fact, technology has become such a critical and reliable component of our daily operations that we often don't recognize its significance – until it is not available. Consequently, the availability of IT services has become a primary metric utilized in the service commitments made to customers.

As the reliance on IT services continues to increase over time, we must strive to keep our IT services efficient, effective, strategically aligned, and customer focused. There are currently many flavors of information technology services provided to a variety of customers.

In order to provide these services, significant operating funds are required. For the first time, as a result of IT reorganization efforts, we are able to view the full cost of IT across the executive branch. For 2011, the proposed IT operating budget for the executive branch is $xxM including all enterprise and executive department IT spending. Significant operating budget is also incurred in separately-elected agencies, but the full amount is not yet clear without undergoing similar reorganization efforts. $xxM represents a XX percent reduction compared to the 2010 adopted budget for executive branch IT.

Despite this reduction in budget, all service level commitments will remain at their previous levels. Service commitments are primarily focused on the availability of IT services. Proposed commitments for 2011 are included in section 2 for the executive branch. In 2011, the IT performance measurement program will expand the commitments being tracked in the areas of IT infrastructure availability and customer service responsiveness through automated updates utilizing data from new infrastructure monitoring and service center tools.

While it will be more difficult to meet these same commitments levels with significantly reduced budget, a dedication to on-going process improvement and increased IT maturity will help to make it possible. In the one area that we have been able to measure IT budget over the past 5 years (Central IT/OIRM), IT budget as a percentage of overall county budget has consistently decreased, even as new IT services have been developed and introduced. Among these new services are Web content

Year	TOTAL King County Budget	OIRM Budget (includes supplementals and carry overs)	% County Budget Represented by OIRM budget
2006	2,487,542,518	38,746,309	1.56%
2007	2,713,135,595	41,946,332	1.55%
2008	3,567,793,770	45,134,392	1.27%
2009	3,681,089,669	45,919,114	1.25%
2010	4,057,866,642	42,916,423	1.06%

management, Google search tools, Spam filtering, multiple security monitoring and prevention tools, IT business continuity plans and practice for critical infrastructure and applications, secure remote access, and others.

On-going service improvement efforts currently planned can be seen through both IT operating initiatives and IT projects.

Operating initiatives are small improvement efforts that are typically undertaken with existing staff and/or operating funds. These efforts are driven by customer service needs and are influenced by strategic business and technology direction. Over 600 operating initiatives are currently included within the agency technology portfolios.

IT projects are used to accomplish larger service improvement needs utilizing primarily capital and grant funds. All IT projects must have a compelling business case that clearly indicates the operational benefits to be achieved versus the projected cost to obtain those benefits. There are over 84 IT projects currently under the oversight of the Project Review Board (PRB) with over $290M available funds. Ten new projects are proposed for 2011 at a cost of XXX. Existing projects are also requesting additional funds of XXX for 2011.

The expected benefits from all projects are included within the submitted business cases and are tracked in agency technology portfolios and by the Office of Management and Budget (OMB). Financial savings expected in 2011 from successful IT projects is projected at over $1.7M. Additional, non-financial benefits include compliance with mandates as well as significant risk reduction to operations throughout the county. Completed projects are required to submit a benefit realization report on actual benefits realized from conducting the IT project. These reports are the responsibility of business management and are their way to communicate the actual return on investment for IT projects they have sponsored. Once completed, actual reports are compared with project savings and converted into budget reductions where appropriate.

Focus areas in 2011 for both IT operating initiatives and IT projects include:

- Supporting the implementation of accountable business practices
- Increasing IT maturity
- IT Customer Service Center improvements
- Increased data center utilization with resulting risk and cost reductions
- Expanded data center services including server virtualization
- Increased standardization of desktop support practices

To ensure that improvement efforts are helping to accomplish strategic business and technology goals, annual plans include expected strategic technology outcomes that were identified as part of the Strategic Technology Plan. In 2010, 105 outcomes were identified with over 40 percent already completed in July of 2010. For 2011, 79 outcomes have been identified. Outcomes are primarily accomplished through project milestone or operating initiative completion.

Finally, in 2011, customer satisfaction will continue to increase in priority. While already a goal within the Strategic Technology Plan (STP), recent adoption of the CountyWide Strategic Plan (CWSP) emphasizes this focus of the next five years. Customer satisfaction surveys, in alignment with this direction, will be conducted at least annually, with areas of high and low satisfaction used as input for generating future operating initiatives and IT projects. Customer satisfaction is a key indicator that IT services are delivering needed value to IT customers.

INTRODUCTION

The Technology Business Plan (TBP) is produced annually to develop and report on technology plans for the up-coming year. Communicating and coordinating technology plans requires significant effort in order to ensure that plans adequately reflect and support strategic business and technology goals and objectives as well as constantly changing business and technology operational needs.

Strategic efforts to align current planning processes and documents were conducted as part of the IT reorganization program. These efforts led to successful introduction of agency technology portfolios to maintain common technology planning and results data relating to strategy, projects, operating initiatives, service commitments, customer service, equipment replacement, policy compliance, resource planning, and other areas. Central IT's governance function is responsible for maintaining consistency in the format of all portfolios and for rolling up portfolio information to provide a view of countywide activity. Agency and departmental IT management is responsible for maintaining the content of their portfolio in support of both the annual technology plan and the annual technology report. Utilization of these portfolio's has reduced the data requests typically needed to generate these documents, while also reducing the time to generate them. Going forward, portfolios can and will be used for other reasons as they arise.

This document reflects an enterprise view of planned technology activities for the year 2011. Because of the IT Reorganization program, significant new information is now available across the executive branch which is not easily available in a consistent way for all separately-elected agencies. For example, we now know the amount budgeted and spent on technology across the executive branch for 2010, information that has not been available in prior years. Sharing this information is important, so it has been included, even though it is not always available countywide.

Specific information requested as part of the budget instructions for business plan submissions is also contained in this document, as appendix B. Because this business plan covers countywide technology plans as directed by code, and not just the plans of Central IT / OIRM, the requested business plan information is sprinkled throughout this and other referenced documents. The appendix was created to specifically and concisely address and respond to requested information to be included with business plan submissions. Hopefully, it makes budget review of this document easier and more effective. Because this plan is intended communicate technology plans and commitments for 2011 throughout the county, the primary format is intended to communicate those plans to multiple audiences through the use of multiple levels of information including an executive summary; the technology business plan itself; and the agency technology portfolios which contain the details behind the technology business plan. Agency technology portfolios are available as supporting information to this plan and can be found through the referenced information appendix.

2011 Adopted Budget vs. Proposed

This section will remain blank until the budget is adopted. At that point, changes between the proposed and adopted plans will be identified in the table below. Those changes will not be reflected in the many tables, graphs, and text in the remainder of this plan, or in the supporting agency technology portfolios used to create this plan.

The initiatives to be listed below will be impacted by budget decisions in the adopted budget: the deliverables and associated benefits may be different than planned and described in this plan.

Project / Operations	Department /Agency	2010 Proposed Budget	2010 Adopted Budget	Technology Business Plan

1. IT STRATEGIC ALIGNMENT

In 2009, the Office of Information Resource Management (OIRM), also known as Central IT, developed the Strategic Technology Plan 2009 – 2012, which was subsequently endorsed by the Strategic Advisory Committee and approved by the Metropolitan King County Council. The plan provides long-term vision and direction to aid in the coordination and planning of technology management and investment across the county. The county's information technology (IT) goals are established, long-term values that have been utilized in all previous strategic technology plans. The four IT goals are Efficiency, Customer Service and Public Access, Transparency and Accountability, and Risk Management.

> *Seventy-nine strategic technology outcomes are identified for 2011.*

To reach each goal, strategies were created that reflect the multiple and most relevant ways that the county should be attempting to achieve those goals. Within each strategy, multiple desired results have been defined as objectives. Many objectives take advantage of emerging technologies like social networking and mobility, which facilitate the migration to a customer service focus.

For each objective, measureable outcomes have been defined. These strategic outcomes are identified by year and reflect a result that can be verified. Figure 1 shows the 79 strategic outcomes planned in 2011 by their associated goal.
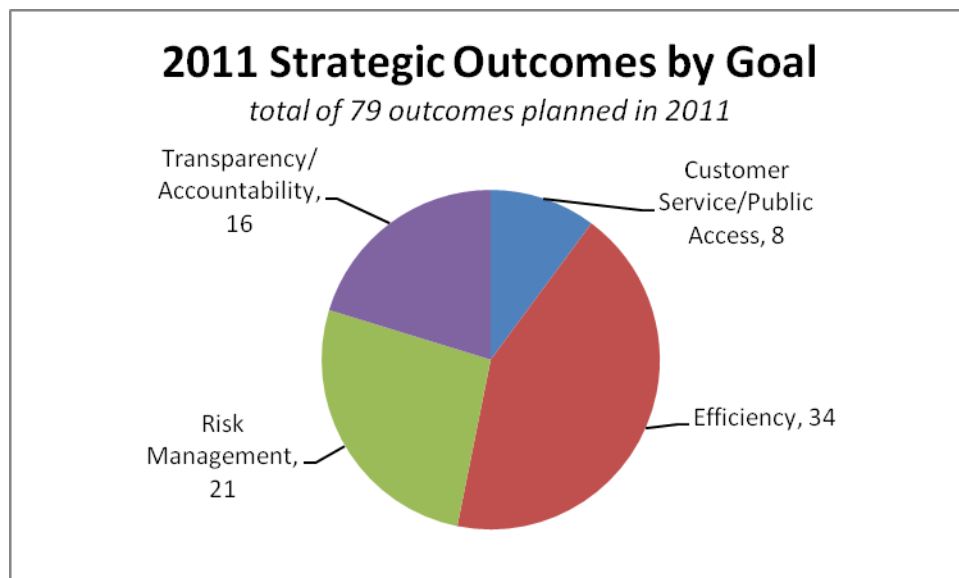
Figure 1. 2011 Strategic Outcomes by Goal

Figure 2 below shows these same 2011 strategic outcomes by the IT area that is responsible for completing the initiative, as well the status of those outcome as of mid-2010. Work has already started related to several of these outcomes.
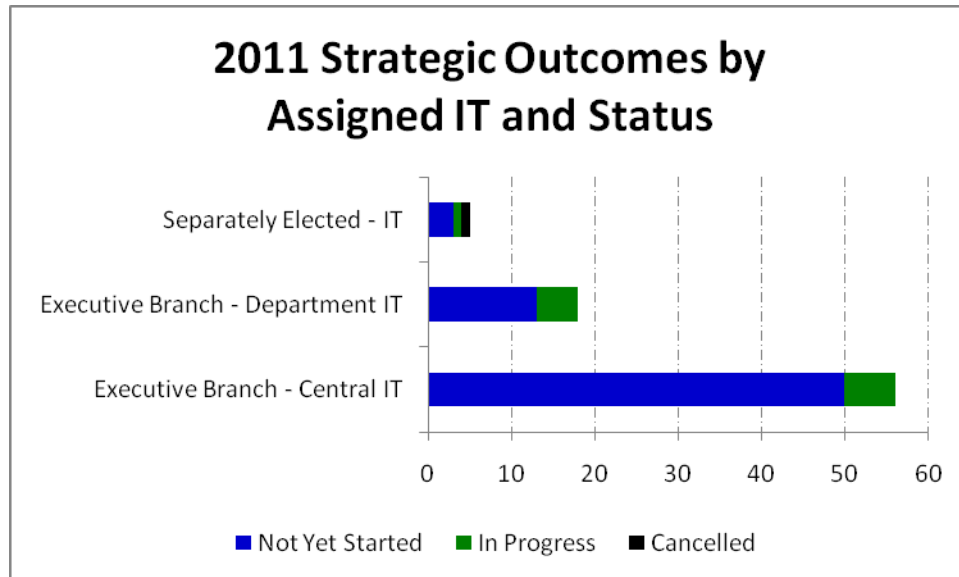
Figure 2. 2011 Strategic Outcomes by Assigned IT and Status

A description of each outcome is available as an appendix to the Strategic Technology Plan 2009-2012. In addition, updates to outcomes and objectives are published in the Strategic Technology Plan Update in April of each year. Both of these plans are available on the county's Internet:
http://www.kingcounty.gov/business/oirm/governance/strategicservices/strategicreports.aspx

Figure 3 on the next page provides a brief view of the goals, strategies and objectives contained within the Strategic Technology Plan, along with the 2011 outcomes that have been identified for each objective.

King County's Strategic Technology Plan 2009-2012

Information Technology Alignment →

Business Drivers of Technology Strategy

Countywide Initiatives	Agency / Department Business Plans	Business Operations

Goals	Strategies	Objectives

Efficiency

Strategies:
- Transform Common Business Practices
- Extend and Enhance Mobility Solutions in the Workplace
- Improve IT Operational Maturity

Objectives:

Finance **1**	Human Resources **0**	Payroll **2**	Budget **1**
Permitting **1**	Unique but Critical Areas **3**	Electronic Records **1** / Electronic Documents **3**	Construction Projects **1**
Tools **3**	Access **0**	Collaboration **1**	
IT Reorganization Technology Initiatives **3**	New Data Center **2**	Infrastructure Portfolios **6**	Performance Management **1**
IT Resource Planning **2**	New IT Funding Sources **2**	Shared Services **1**	

Customer Service & Public Access

Strategies:
- Social Networking — Facilitate online interaction / access to government
- Elevate Customer Service as an IT Operational Priority

Objectives:

Utilize Social Media **0**	Increased Internet Services **3**	Advanced Web Technologies **1**
Customer Service Initiatives **2**	Technology Outreach **2**	

Transparency & Accountability

Strategies:
- Reorganize IT People, Processes, & Platforms
- Provide Timely, Accurate and Appropriate Information

Objectives:

Organizational Structures **4**	Processes **2**	Platforms **4**
Portal to Public Records **2**	Portfolio's Supporting Decisions **2**	Make Information an Asset **2**

Risk Management

Strategies:
- Infrastructure Preservation & Stewardship
- Increase Employee Understanding and Impact on Security and Privacy Issues
- Green IT — Contribute to Reduction of Environmental Impact

Objectives:

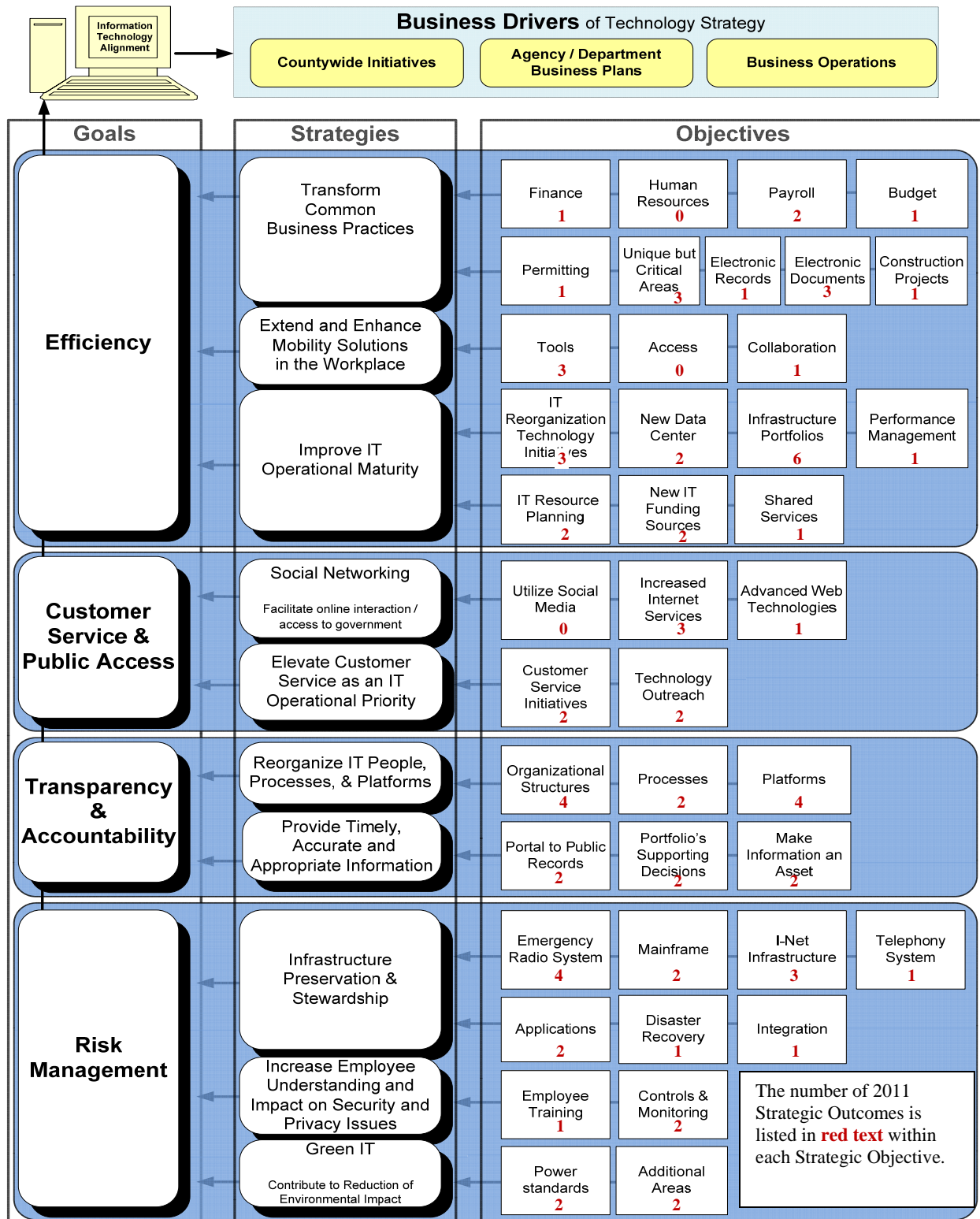| Emergency Radio System **4**	Mainframe **2**	I-Net Infrastructure **3**	Telephony System **1**
Applications **2**	Disaster Recovery **1**	Integration **1**	
Employee Training **1**	Controls & Monitoring **2**	The number of 2011 Strategic Outcomes is listed in **red text** within each Strategic Objective.	
Power standards **2**	Additional Areas **2**		

Figure 3. Strategic Technology Plan 2009-2012: Goals, Strategies, and Objectives

2. TECHNOLOGY OPERATIONS

Information technology is a critical component in the delivery of the county's services. The county's main website averages over 860,000 hits per day. In the first half of 2010, more than 900,000 external e-mails were directed to King County every week. Volumes for website hits and external e-mail are expected to increase in 2011. Over 12,800 miles of fiber strand network are available for round-the-clock data communication needs.

> *IT service commitments in 2011 will remain at 2010 levels, despite significant IT budget reductions.*

These are just a few of the key technology components that are integral to the everyday delivery of the county's services. More information about IT services is available online at http://kcweb.metrokc.gov/oirm/services.aspx. With everyday business functions depending more and more on IT services, the effective utilization of existing and evolving technologies becomes ever more critical to providing accountable and responsive services to our citizens.

Technology operations encompass all of the activities required to keep existing information technology systems functioning effectively. As such, they are critical to the on-going functioning of county government and remain IT's top priority. The proposed 2011 operating budget for executive branch IT is $8X M, which is a 12 percent reduction from 2010.

Service Commitments

IT service commitments have been identified and are tracked by the performance management program for critical IT services delivered by executive branch IT. In 2011, the program will improve and expand on the existing commitments measured by leveraging metric information available in automated tools, including the recently implemented Enterprise Service Desk and Service Monitoring. Each year, all performance measurements are reviewed for continued relevancy and adjustments are made to continually develop and improve overall effectiveness. Future expansion to separately-elected offices is possible, but has not yet been evaluated.

Executive Branch IT (KCIT)

Figure 4 reflects proposed 2011 service levels for executive branch departments.

Service	DAJD	DCHS	DDES	DES	DNRP	DOT	DPH
% Availability of Applications Hosted by Department	99.60%	99.60%	99.60%	99.80%	99.60%	n/a	99.60%
% Availability of Internet Servers	99.70%	99.70%	99.90%	99.80%	99.80%	99.90%	99.80%
% Availability of Servers Internal to Department	99.80%	99.70%	99.90%	99.70%	99.70%	99.90%	99.70%
% Availability of Local Area Network	99.90%	99.99%	99.99%	99.99%	99.99%	n/a	99.99%
% Successful Nightly Tape Back-Ups	98.00%	95.00%	95.00%	n/a	95.00%	99.00%	95.00%
% On-Time Retrieval of Off-Site Back-Ups	2 hours	n/a	2 hours	n/a	3 hours	n/a	3 hours

Figure 4. 2011 Planned Service Levels – Executive Branch Departments

Executive branch departmental IT has been measuring their service commitments since 2008. These commitments will be measured during the year with results reported in the 2011 Annual Technology Report.

Central IT (OIRM)

Central IT provides enterprise services to the county in a variety of areas. Figure 4 identifies the proposed service commitments for central IT Services in 2011.

Customer Service	Proposed 2011 Commitment
Calls to Help Desk that are Answered	90%
Inquiries to the Office of Cable Communications responded to within 10 calendar days	100%
Availability of Services	**Proposed 2011 Commitment**
Availability of Department/Agency Applications	99.70%
800 MHz Radio	99% of calls go through on initial attempt
Active Directory	99.99%
Blackberry	99.90%
E-mail	99.90%
King County Homepage (www.kingcounty.gov and www.yourkingcounty.gov)	99.80%
King County's Wide Area Network (core, access, and distribution)	99.99%
Mainframe	99.70%
Security Functions	99.80%
Alternative Workstation Servers	99.60%
Service Delivery	**Proposed 2011 Commitment**
% Mainframe Access Requests Processed On-Time	90%
% Mainframe Reports Requested to be Reprinted	less than 1%
% On-Time Retrieval of Emergency Requests for Backed-Up Data Stored Off-Site	95%
% Radio Services Completed On-Time (New Installations, Walk-Ins, Bench Repairs)	95%
% Radios Being Recalled to Manufacturer for Maintenance	Less than 5% of all radio repairs
% Successful nightly tape backups	97%

Figure 5. 2010 Service Levels – Central IT Services

Central IT has been measuring its performance against set operational targets since 2006. Information about past performance can be viewed at the OIRM Performance Measurement website: http://kcweb.metrokc.gov/oirm/performance_measurement.aspx. The central IT services rate card outlining the services and costs to other county departments, agencies and outside customers is available on the Intranet at: http://kcweb.metrokc.gov/oirm/services/2010OIRM_Rate_CardSummary.pdf.

Operating Initiatives

Operating initiatives are internal-focused improvements that are necessary to improve efficiency and customer service in county agencies and can include activities such as maintenance, support, and short-term projects.

Operating initiatives are included in Agency Technology Portfolios. They are typically created as part of the annual technology planning process but can also be added as they are identified.   Key IT operating initiatives from all executive branch departments and separately-elected agencies are included in this plan. Countywide, the majority (34 percent) of IT operating initiatives focus on on-going activities, followed by focuses on application services (23 percent), system services (15 percent), IT planning (11 percent), customer service (10 percent) and IT administration (7 percent). Figure 6 below summarizes the key IT operating initiatives identified by assigned IT group.

2010 and 2011 Operating Initiatives
by Assigned IT

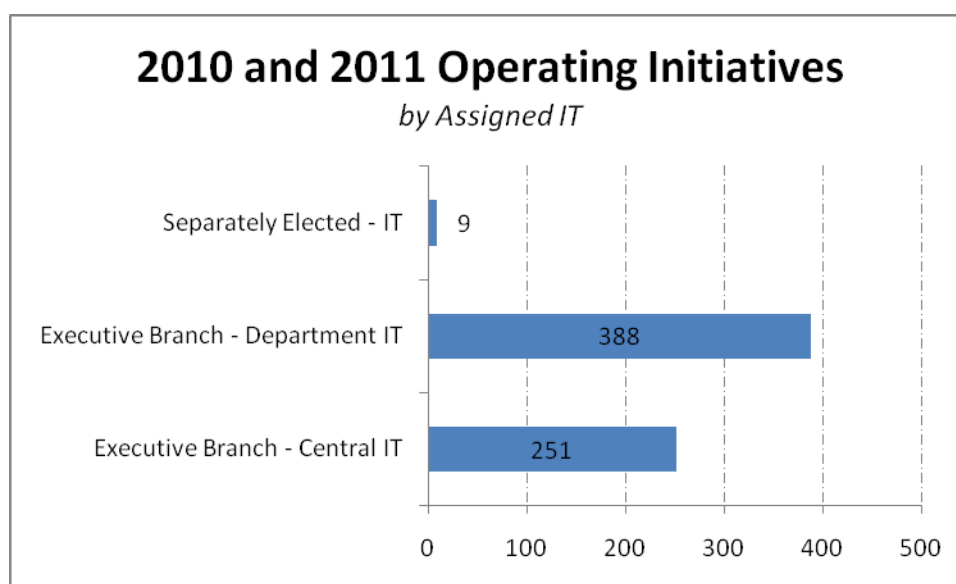| Assigned IT	Value
Separately Elected - IT	9
Executive Branch - Department IT	388
Executive Branch - Central IT	251

Figure 6. 2010 and 2011 Operating Initiatives

There are several IT operating initiatives in common throughout the county in 2011, including:

- Supporting the implementation of accountable business practices
- Increasing IT maturity
- Improving the IT Customer Service Center
- Increased data center utilization with resulting risk and cost reductions
- Expanded data center services including server virtualization
- Increased standardization of desktop support practices
- Business continuity and disaster recovery planning
- Expanding implementation of remote connectivity utilizing Secure Sockets Layer Virtual Private Network (SSL VPN)
- Implementing an electronic records management system

In addition to these common initiatives, agencies have undertaken other initiatives that specifically support their agency business operations.

3. TECHNOLOGY INVESTMENTS

With the county facing financial challenges in 2011, it is critical to focus funding and staff commitment on efforts with the most positive impact. Careful consideration will be given to countywide technology projects and equipment replacements to determine which should be funded.

> *Proposed IT project appropriations have been significantly reduced for 2011 by ==xx== percent.*

IT Projects

IT projects are the vehicles to make necessary changes, directed by IT strategies, and performed within the vision of the four primary IT goals. IT project managers plan, organize, and manage all project resources in order to successfully complete projects that result in beneficial changes and add value to the county's services. Expected benefits and the amount of funding requested for projects in 2011 are identified in Figure 7.

Dept	Division	Project Name	Planned Benefits	Requested Budget Amount
Accountability & Transparency				
DNRP	WTD	Mainsaver Conversion to ABT	The benefits of MAINSAVER include standardization of business processes and reports coupled with Division wide consistent application of business rules and maintenance best practices.	
		PRISM Conversion to ABT	Benefits of PRISM include standardization of business processes and reports coupled with Division wide consistent application of business rules, ordinance requirements and contracting law changes.	
PH	Fiscal & MIS	HIT Improvement Project		
Customer Service & Public Access				
DDES/ DES		Permit Integration	Improved customer service due to increased efficiencies and integration of permitting processes. Greater accessibility to permit services and information	
DOT	Transit	Customer Information Innovative Projects		
		Real Time Information Signs (RTIS)		

Figure 7. Proposed Appropriations for 2011 by Goal

Dept	Division	Project Name	Planned Benefits	Requested Budget Amount
Efficiency				
DC		E-filing		
OIRM		SharePoint Insourcing	Termination of the Microsoft outsourcing service, which costs the county $2.49 per user per month – (projected cost of $164,340 in 2011). Reduction of the county's IT overhead costs for web infrastructure support of the existing intranet site and servers.	
PH	EMS	CBD/CAD Integration at Valley Communications Center	Provide reporting services solution for the CBD software use at Valley Communications. This project meets the 2008-2012 EMS Levy strategic initiative of providing high quality emergency medical care and treatment to King County residents.	
		System-Wide Enhanced Network Design (SEND) Strategic Initiative	Communicate critical and timely patient info to doctors and hospitals prior to patient arrival. Improves emergency medical service care protocols through patient outcome data. Supports early identification of syndromic trends and patterns.	
SC	Juvenile Court	Electronic Social Files	The long-term, major benefit to this project will be improving access to social file information while enhancing security and reducing storage and support staffing needs.	
Risk Management				
Assessor		Property Based System	Operational efficiencies, keep up with statutory requirements and maintainability.	
DAJD		Jail Management System: SIP/SeaKing Replacement	This system will provide DAJD with a comprehensive Jail Management System. The benefits of this system include the mitigation of the risks associated with our current legacy technology, providing transparency and accountability that allows for timely/useful access to information.	
DJA		Electronic Court Record System Replacement (ECR)		

Figure 7, *continued*: Proposed Appropriations for 2011 by Goal

Dept	Division	Project Name	Planned Benefits	Requested Budget Amount
Risk Management, *continued*				
DOT	Transit	Data Infrastructure and Customer Information Systems		
		Network Fiber Replacement		
KCSO		Time and Attendance Management System		
		PCI Compliance	Maintain ability to provide customers/constituents the option of making purchases using credit cards. Reduce the risk of negative impacts such as fines, litigation and additional expenses for breach notification.	
OIRM				
OIRM/KC Exec		Internet Protocol Telephony (IPT) Phase II	Increased employee productivity. Reduce system complexity and support requirements. Total benefits = $26,055,706 and net present value ROI = $352,829.	
PAO		Prosecutor Case Management System: PROMIS Replacement		
Total				

Figure 7, *continued*: Proposed Appropriations for 2011 by Goal

Performance to Date

Figures 8 and 89below present a view of King County's IT project portfolio for 2009-2011. These projects support the county's four major goals identified in the strategic plan: efficiency, customer service and public access, transparency and accountability, and risk management.
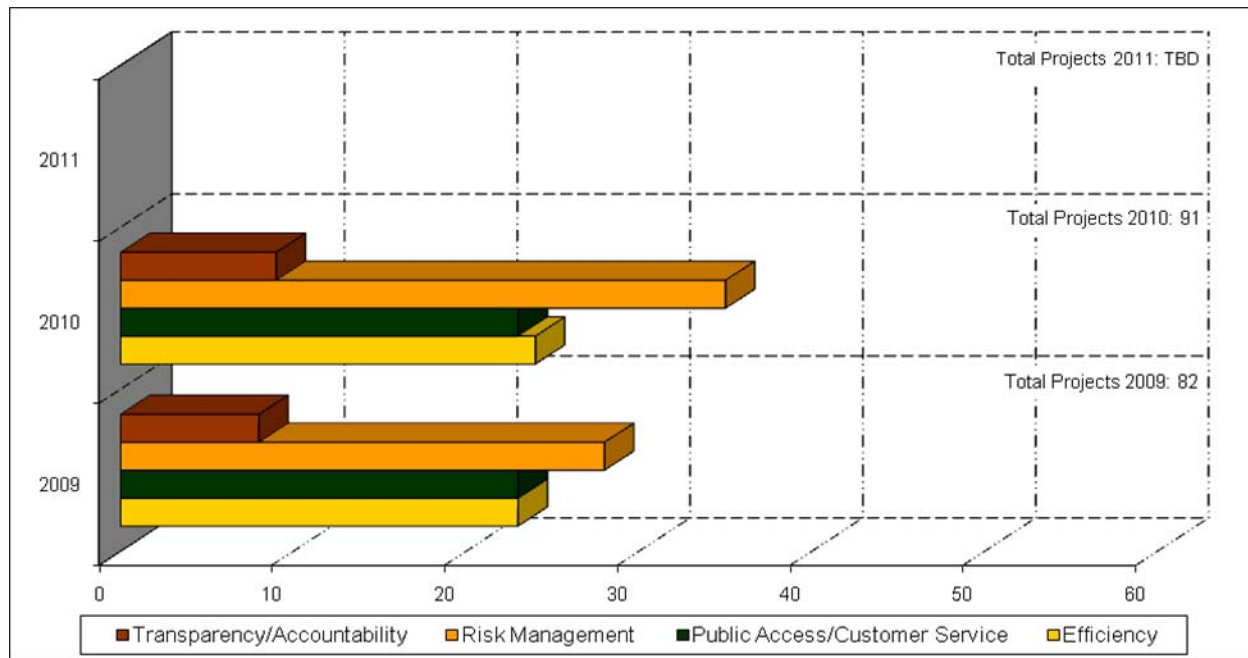

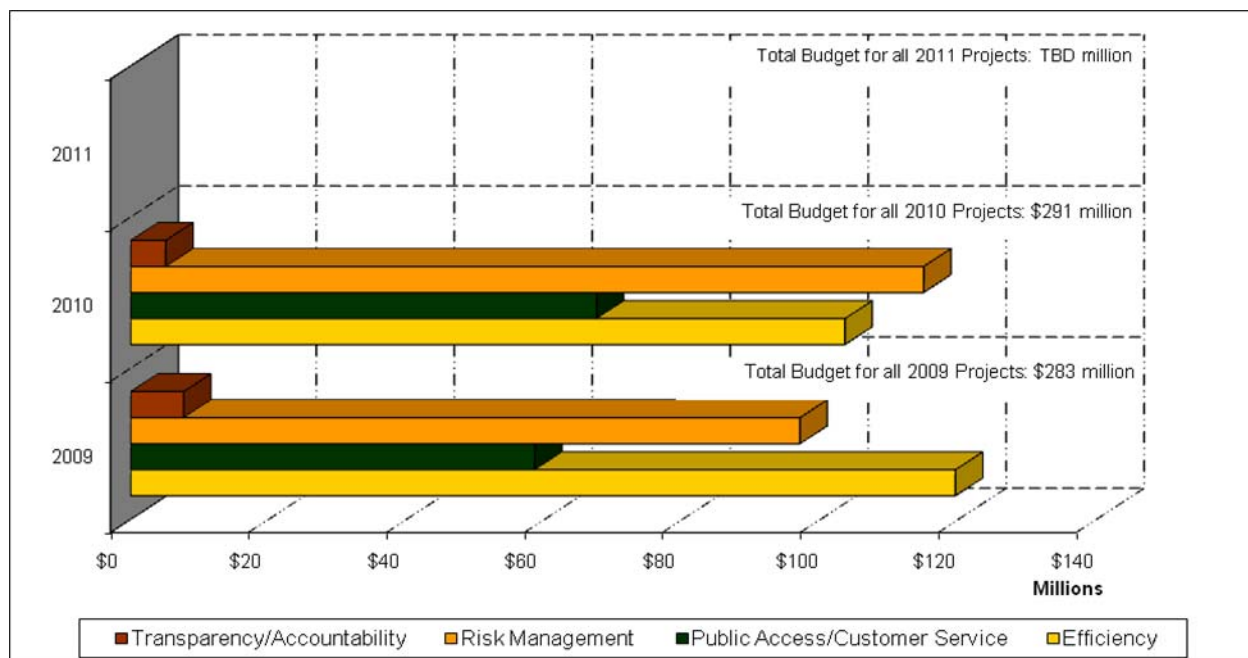Figure 8. IT Project Commitments – Count of IT Projects by Goal

Figure 9. IT Project Investments – Budget of IT Projects by Goal

Proposed IT Projects for 2011

Figures 10 and 11 below identify technology projects that have requested appropriation in the 2011 proposed budget.
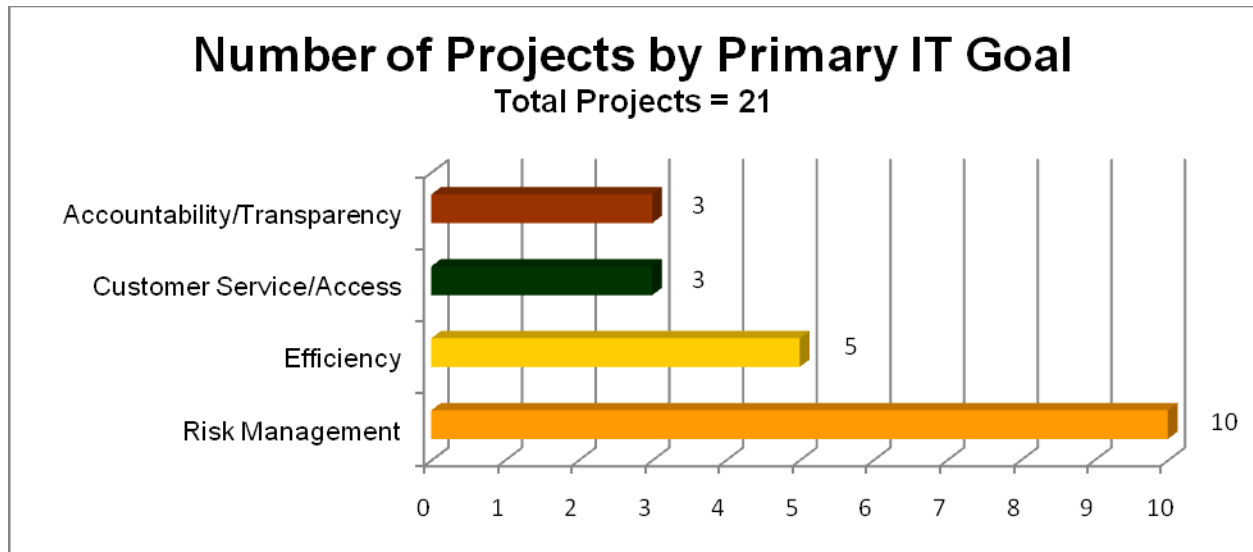

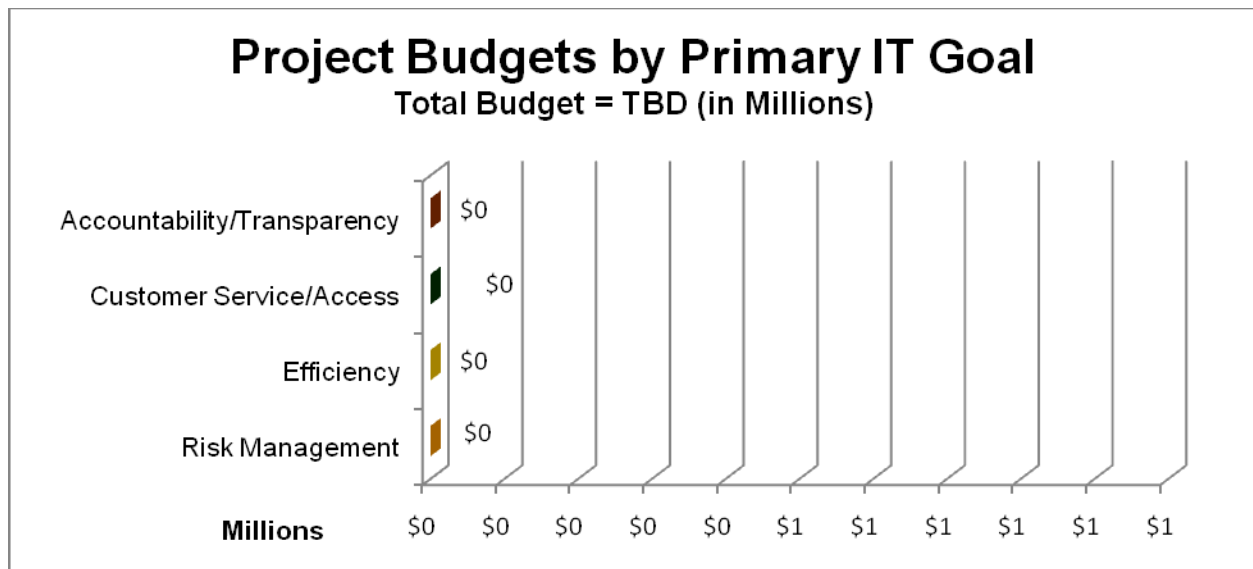Figure 10: Proposed 2011 IT Project Investments – Count of IT Projects by Goal

Figure 11: Proposed IT Project Investments – Budget of IT Projects by Goal

IT Equipment Replacement Plans

The Project Review Board (PRB) conducts equipment replacement oversight in the county in a similar method as the IT project oversight process. It includes a review of annual equipment replacement plans and funding releases based on the plans. A large portion of the county's investment in IT, proposed at XX million dollars for 2011, is in equipment replacement to keep the county's workforce running as efficiently as possible, and to maximize business potential.

Figure 12 identifies proposed IT Equipment Replacements for 2011.

Agency	Division/IT Equipment Replacement Plan	Requested Budget Amount
Assessor		
DAJD		
DCHS	Admin	
DDES		
DES		
DES	Recorder's Office	
DNRP	Director's Office	
DNRP	GIS	
DNRP	Parks	
DNRP	SWD	
DNRP	WLRD	
DNRP	WTD Industrial Waste	
DNRP	WTD King Street Center	
DNRP	WTD South Plant	
DNRP	WTD West Point	
Elections		
OIRM	Distributed Systems Services	
OIRM	Enterprise Messaging (MES)	
OIRM	Enterprise Web	
OIRM	INET	
OIRM	Integrated Solutions Center	
OIRM	Main Frame	
OIRM	PC Replacement	
OIRM	Telecom	
OIRM	Wide-Area Network	
PH		
Sheriff's Office		
Superior Court		
Total		

Figure 12. Proposed IT Equipment Replacements for 2011

Supporting Project and IT Equipment Replacement Plan Information

Appendix C contains supporting information related to the 2011 proposed projects as well as active projects that will continue into the next calendar year. The sections of this appendix are:

1. Overview summary tables of projects:
    *   Summary of proposed 2011 project and equipment replacement plan funding; Table 1
    *   Proposed 2011 IT Investments by primary IT Goal: accountability, customer service, efficiency and risk management; Table 2
    *   Existing and requested project appropriations (includes LTD appropriations and balances); Table 3
    *   Active and new projects aligned by primary goal; Tables 4 (number of projects) and 5 (investment)
    *   Equipment replacement plans; Table 6
    *   2011 budget financial requirements summary; Table 7
    *   Summary of projected benefit realization from IT cost savings projects; Table 8

2. 2011 CIO Conditions

3. Supporting project information by agency with high-level summary information for existing projects in PRB oversight in 2010 and proposed projects for 2011.

4. ACKNOWLEDGEMENTS

IT Governance Members as of June 30, 2010

Strategic Advisory Council (SAC)
Dow Constantine - County Executive
Barbara Linde - Presiding Judge District Court
Dan Satterberg - Prosecuting Attorney
Roger Kirouac – Interim County Chief Information Officer
Kathy Lambert - Council Member
Larry Gossett - Council Member
Bruce Hilyer - Presiding Judge Superior Court
Lloyd Hara - Assessor
Susan Rahr - King County Sheriff
Sherril Huff – Elections

SAC Private/Public Sector Members
Greg Dietzel - IBM Corporation
Carolyn Purcell - Cisco Systems
Tony Tortorice - Washington State
Hugh Taylor - Northrop Grumman
Joel Chaplin - Virtuoso
Ron Johnson - University of Washington
Stuart McKee - Microsoft Corporation
Michel Danon - Sound Transit

Project Review Board (PRB)
Roger Kirouac, Interim County Chief Information Officer, OIRM
Dwight Dively, Office of Mgmt & Budget Director
Caroline Whalen, County Administrative Officer, DES
Rhonda Berry, Assistant Deputy County Executive

Business Management Council (BMC)
Roger Kirouac –Office of Information Resource Mgmt.
Mike Holland - Adult & Juvenile Detention (interim)
John Wilson - Assessor
Toni Rezab - Office of Management & Budget
Marty Lindley - Community & Human Services
Jennifer Giambattista - County Council
Tom Koney - Dept. of Executive Services
Jim Chan - Development & Env. Services (interim)
Tricia Crozier - District Court
Laird Hail - Elections
Teresa Bailey - Judicial Administration
John Bodoia - Natural Resources
Christine Chou – Office of Information Resource Mgmt.
Ben Leifer - Public Health
David Ryan - Prosecuting Attorney
Robin Fenton - Sheriff's Office
Linda Ridge - Superior Court
Laurie Brown - Transportation

Technology Management Board (TMB)
Roger Kirouac - Office of Information Resource Mgmt.
Mike Holland - Adult & Juvenile Detention
Hoang Nguyen - Assessor
Jim Walsh - Office of Management & Budget
Diep Nguyen - Community & Human Services
Paul Gaskill - County Council
Katie Moriarty - Dept. of Executive Services
Tom McBroom - Development & Environmental Services
Cathy Grindle - District Court
Laird Hail - Elections
Carol Bertapelle - Judicial Administration
Gary Hocking - Natural Resources & Parks
Fred Grannan – Office of Information Resource Mgmt.
Fred Flickinger - Prosecuting Attorney
Lisa Hillman - Public Health
Kelly Furner - Sheriff's Office
Lea Ennis - Superior Court
Wayne Watanabe – Transportation

Sub-team Chairs
Karl Nygard, BMC Finance & Budget Sub-team
Gary Lemenager, BMC IT Asset Management Sub-Team
Ken Dutcher, TMB Applications & Data Sub-team
Gary Lemenager, TMB Infrastructure Sub-team
Ralph Johnson, TMB Security Sub-team

Office of Management and Budget
Karl Nygard, Budget Analyst

IT Governance Staff
Jim Keller, Director, IT Governance
Ashley Hillman, IT Governance Support
Zlata Kauzlaric, IT Oversight Manager
John Klein, IT Planning Manager
Ralph Johnson, Chief Info. Security & Privacy Officer
Elise McConnell, Security Analyst
Ann Moses, Performance Measures Program Manager
Terra Strouhal, Communications Program Manager
Gary Tripp, Project Review Manager

Appendices

Appendices are available on the county's Internet at:
http://www.kingcounty.gov/business/oirm/governance/strategicservices/strategicreports/2011_Technology_Business_Plan.aspx

Appendix A: Acronyms

Appendix B: Budget Requested Business Plan Information

Appendix C: IT Project Details

Appendix D: Reference information

Additional details are available at the above link in individual Agency Technology Portfolios:

Assessor's Office
County Council
DAJD
DCHS
DDES
DES
DJA
DNRP
DOT
DPH
Elections
KCDC
KCSC
KCSO
OIRM
- Enterprise Business Solutions
- Finance
- Governance
- Human Resources
- Operations
PAO